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A MODEL SUPPLY- CHAIN MANAGEMENT FOR AUGMENTING MORE INCOME TO BASMATI FARMERS – FARMER EMPOWERMENT

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ABSTRACT

In today's Indian scenario the area and production of Basmati variety as well as the price of milled rice have increased. But the farmer is not reaping the benefit of this development because of the existing faulty supply-chain management involving numerous intermediaries. The farmer is compelled to bring his produce to a particular selling point known as "mandi" and forced to part with his produce at a pre-determined price of the intermediaries. The farmer is the main sufferer today because he is not getting the remunerative prices. Hence, the need of the hour is to pass the "mandies", avoiding extra logistics and tax levied at different stages. The lacuna existing in the production, processing and marketing of this crop was studied and a new supply-chain management is formulated.

KEYWORDS

Basmati marketing, Procurement problems, Logistics constraints, Processing problems, Parboiled Basmati, Facilitation centre.

INTRODUCTION

Among aromatic rices, Basmati is well known and internationally preferred. It has certain unique characteristics, which owe its origin to the special agro-climatic conditions prevailing in the Indo-Gangetic plains. During the preceding decade Basmati rice exports have increased from 0.852 to 2.18 Metric Tonnes, with a corresponding increase from about USD 391 Million to USD 2200 million. Though the area of cultivation and productivity of this variety have increased, the farmer is not getting remunerative prices. Under the existing Basmati paddy (rough rice) trading practices in India, the farmers have to bring their produce to a far away marketing point known as "mandi" wherein the farmers are not able to get their expected price. Indian agriculture needs to get rid of outdated practices and methods in production, sales of Basmati and on the intermediate supply chain to help ride the wave of the rising global food demand. All these factors necessitate the bypassing of the "mandi" to avoid extra logistics and tax based costs.

MATERIALS & METHODS

CONSTRAINTS IN THE EXISTING PRACTICES IN RICE SECTOR

An in-depth study and analysis of the existing problems in the supply chain of Basmati from farm to fork have been categorized into five areas viz., (i) constraints in supply (ii) constraints in procurement (iii) constraints in processing (iv) logistics problems and (v) marketing constraints.

Basmati rice has been in cultivation in the states of Jammu & Kashmir, Himachal Pradesh, Punjab, Haryana, Uttarakhnad and Western UP in India (Fig.1) and four districts of Pakistan, i.e. Gujranwala, Hafizabad, Sheikhupura and Sialkot from time immemorial.

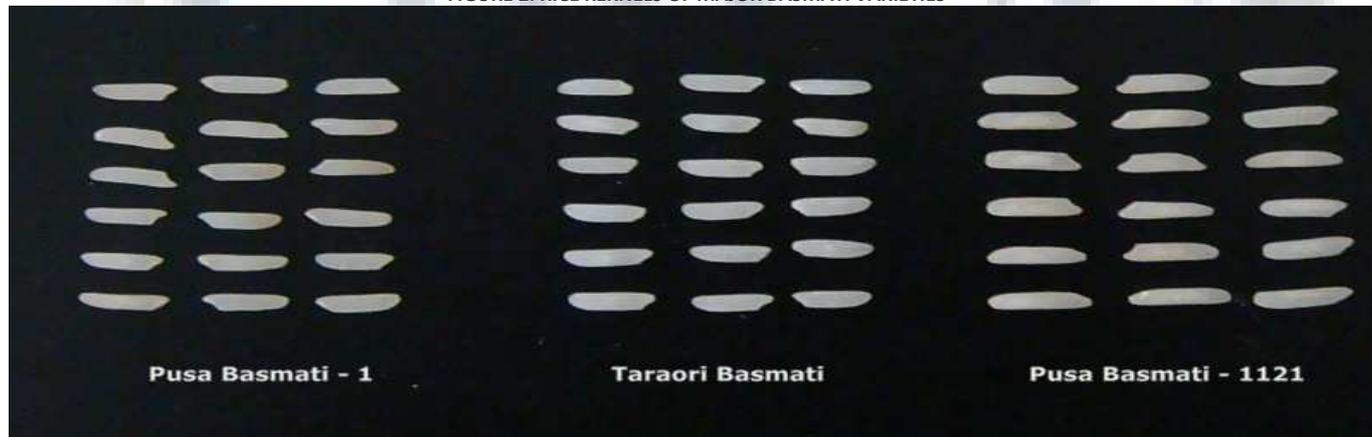
GROWING AREAS OF BASMATI RICE

FIGURE 1: BASMATI CULTIVATING AREAS

States	Districts
Punjab	Entire State
Haryana	Entire State
Delhi	Entire State
Himachal Pradesh	Entire State
Uttarakhand	Entire State
J & K	Jammu & Kathua
Uttar Pradesh	Agra, Aligarh, Budaun, Baghpat, Bareilly, Bijnore, Bulandshahr, Etah, Etawah, Farrukhabad, Firozabad, Gautam Budh Nagar, Ghaziabad, Hathras, J.P. Nagar, Kannuj, Mainpuri, Mathura, Meerut, Moradabad, Muzaffarnagar, Oraiya, Pilibhit, Rampur, Sahajahanpur, Saharanpur.

Due to increase in domestic and international demand, Basmati rice area has been increasing under its cultivation. During Kharif, 2010, 1.91 million hectare was covered under Basmati. Out of this 1.2 million was under Pusa Basmati 1121 followed by Taraori Basmati and Pusa Basmati -1 [Figure 2].

FIGURE 2: RICE KERNELS OF MAJOR BASMATI VARIETIES



At present, there are 15 varieties of Basmati rice, which have been approved under the Seeds Act, 1966.

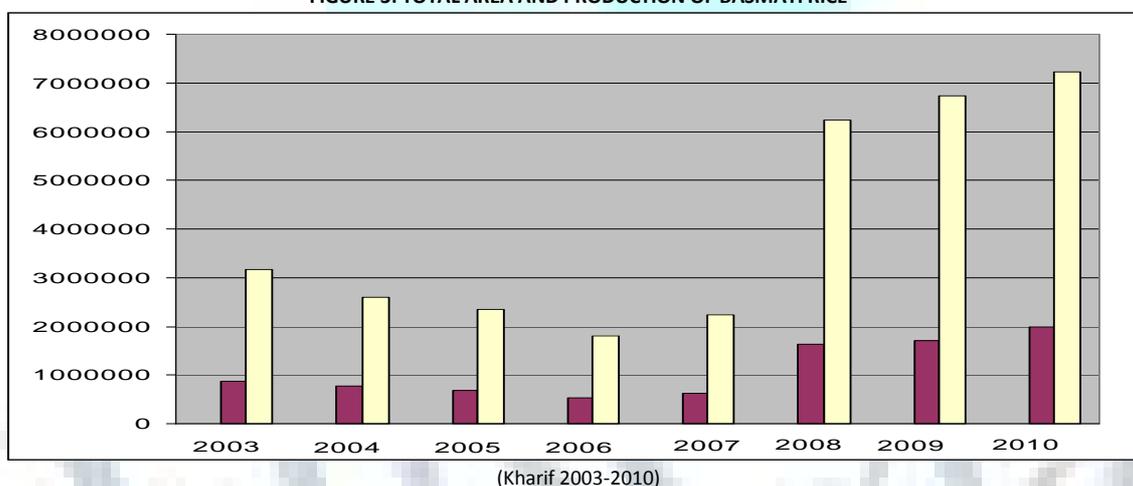
LIST OF TRADITIONAL BASMATI VARIETIES

S.No.	Varieties	Date of Notification	Name of the Institutions	Parentage
1.	Basmati 370	361 – 30.06.1973 786 – 02.02.1976	Rice farm Kalashah Kaku (now in Pakistan)	Pure line selection from Dehradun traditional Basmati
2.	Type-3 (Dehraduni Basmati rice)	13 – 19.12. 1978	Rice Research Station, Nagina, UP	Pure line selection from Dehradun traditional Basmati
3.	Taraori Basmati (HBC-19 or Karnal Local)	1 (E) – 01.01.1996	Rice Research Station, (CCS- HAU), Kaul, Haryana	Pure line selection from Karnal local
4.	Basmati 217	4045 – 24.09.1969	Punjab Agriculture University, Ludhiana (Punjab)	Pure line selection from traditional local variety
5.	Ranbir Basmati	1 (E) – 01.01.1996	Sher-e-Kashmir University, Regional Agriculture Station, R.S. Pura, Jammu	A spontaneous early maturing mutant from Basmati - 370
6.	Basmati – 386	647 (E) – 09.09.1997	Rice Research Station, Kapurthala, Punjab Agriculture University, Ludhiana, Punjab	Pure line selection from Karnal local

S.No.	Varieties	Date of Notification	Name of the Institutions	Parentage
1.	Punjab Basmati – 1	596 (E) – 13.04.1984	Punjab Agriculture University, Ludhiana, Punjab	Sona / Basmati 370
2.	Pusa Basmati – 1 IET – 10364	915 (E) – 06.11.1989	IARI, New Delhi	Pusa 150 / Karnal local
3.	Kasturi IET – 8580	915 (E) – 06.11.1989	Directorate of Rice Research, Hyderabad, AP	Basmati 370 / CR 88-17-1-5
4.	Haryana Basmati – 1 IET – 10367	793 (E) – 22.11.1991	Rice Research Station, CCS-HAU, Kaul, Haryana	Sona / Basmati 370
5.	Mahi Sugandha IET – 12601	408 (E) – 04.05.1995	Rice Research Station, RAU, Banskara, Rajasthan	BK 79 / Basmati 370
6.	Pusa Basmati – 1121 IET – 18004	1566 (E) – 5.11.2005 2547(E) 29.10.2008	Indian Agricultural Research Institute (IARI), New Delhi	Pusa 614-1-2/ Pusa 614-2-4-3
7.	Improved Pusa Basmati – 1 IET – 18990	1178(E) – 20.07.2007	Indian Agricultural Research Institute (IARI), New Delhi	PusaBasmati-1//Pusa Basmati – 1/ IR BB-55
8.	Vallabh Basmati -22 IET – 19492	2187(E) – 27.08.2009	Sardar Vallabh Bhai Patel University of Ag. & Tech., Modipuram, UP.	Pusa 1121 / Type-3
9.	Pusa Basmati – 6 IET – 18005	733(E) – 01.04.2010	Indian Agricultural Research Institute (IARI), New Delhi	Pusa Basmati – 1/Pusa 1121-92-8-2-7-1

The details on the yearwise increase in the area and production in the Indo-gangetic plains for the total Basmati are represented below.

FIGURE 3: TOTAL AREA AND PRODUCTION OF BASMATI RICE



The paddy is bought from various "Mandies" across the State of Punjab, Haryana, Uttar Pradesh, Delhi etc. The rice produced out of such paddy is sold at different times and different years due to ageing requirements. Backward traceability is not practical and also non-achievable.

Rice is sold for export through the following means:

- Direct Export out of India by Rice Miller.
- Export of Rice indirectly through recognized Export House, Trading House, Star Trading Houses etc.
- Export of Rice indirectly through registered Exporters traders.
- Export of Rice indirectly through other Rice Millers Exporters.

Ninety percentage of the crop is sold by farmers with small holdings to traders, who act as purchasing agents for buyers at a local, government-mandated marketplace, the "mandi". Farmers have only an approximate idea of price trends and have to accept the price offered to them at auctions on the day that they bring their grain to the "mandi". As a result, traders are well positioned to exploit both farmers and buyers through practices that sustain system-wide inefficiencies.

DISCUSSION AND RESULTS

There is considerable scope for increasing agricultural productivity through provision of high quality seeds and inputs, expansion of irrigation, better land and water management practices and infrastructure support. Small land holdings is not conducive to high productivity, hence the importance of promoting the formation of groups and clusters comprising a number of small farmers to take advantage of economics of scale in buying inputs and marketing.

Industry's effort to involve farmers in the development process faced several problems such as non-availability of institutional finance to farmers and their consequent exploitation by intermediaries and evasion of tax by small players making value chain operations by the corporate sector unviable.

Risk taking capacity of farmers is low and therefore insurance has to play a vital role in risk mitigation emanating from weather as well as from markets. There is a need to promote auction houses and aggregating units at farm gate level and tax incentives provided on extension services.

Investment credit in the agriculture sector has been decreasing recently. To reverse this trend, there is a need to connect farmers with the corporate sector in contract farming to facilitate larger flows of credit to them. Technical expertise in banks needs to be strengthened to handle finance to farmers through self help groups.

Contract farming has the ability to eliminate constraints associated with rural extension, introduction and application of modern technology, finance and marketing and has become a necessity for the supply of high quality agricultural produce. Given the infancy of contract farming in India and its potential for agriculture development and rural poverty reduction, it is recommended that in collaboration with the private participants, a program is formulated which may accelerate contract farming in India as in Thailand for shrimp cultivation, high value crops, such as – coffee, tobacco, seed, etc. In the Philippines and Indonesia poultry, egg and pig farms have benefited from contract farming.

Efficient marketing is crucial for the future growth of agriculture. Issues facing this sector of low productivity, high wastage, low value addition and absence of linkages in the markets could be effectively dealt with by encouraging private sector investments in infrastructure projects followed by reforms in the market.

While several steps have been taken by the Government to introduce a more liberalized market regime such as liberalization of the Essential Commodities Act, introduction of the negotiable warehouse receipt system, opening up of future markets, risk management, formulation of integrated food laws and a Model Act on Agricultural Marketing, the agriculture sector has to be transformed from supply driven to demand driven to make it cost competitive. Soft infrastructure to facilitate flow of market information and agri-knowledge to farmers need developing alongside physical infrastructure.

Representatives from the private sector expressed the opinion that the market place was not always the most efficient way of handling trade in food grains. In several instances farm gate procurement was a better option and eliminated the need for double handling. Market yards function without any forward and backward linkages and were causing obstacles to establishing value addition.

FIVE STEPS OF THE INTERNATIONAL MARKETING PROCESS

The international marketing process comprises of five steps which marketers have to take as part of their integrated marketing effort:

1. Analyzing international marketing opportunities to identify unfulfilled or under fulfilled needs that a marketer may satisfy through its products or services. This analysis can be done through information seeking and analysis or through market research (secondary or primary data collection and analysis). A marketer may have a product or service concept developed first and looks for the needs in the market that can be satisfied by these products or services. The marketer may also first identify unfulfilled or under fulfilled needs in the market and then develop a suitable product or service offer to satisfy these identified needs.

2. Once the marketer has identified the potential opportunities in the first step now is the time to select the groups of potential international customers (target markets) to whom to sell the products or services. This step also involves identifying the potential buyers, demand measurement & forecasting, market segmentation, market targeting & market positioning. Segmentation involved identifying groups of potential customers from the total potential market that are homogeneous on certain aspects of identity and behavior and are heterogeneous on the same aspects from others in the target population. The aspects on which the segments are based must be relevant for the marketer to develop its products and services and the marketing programs. This step also requires the marketers to decide what key benefits in a product or service to offer to the selected target customers and on what aspects to differentiate from the competition.

3. Since a firm needs to offer best value to the potential customers to make its products and services more salable compared with competitors, firms have to adopt appropriate business and marketing strategies. Many activities are to be undertaken in a firm by many people and in a number of departments to produce and deliver final products and services to its customers. This requires aligning and coordinating numerous activities and efforts. At the same time to achieve best value for the buyer and best profits for the firms, the firm needs to optimize all the activities, efforts undertaken and resource utilization. This requires the firm to adopt a coherent and appropriate logic or strategy to direct and control the alignment, coordination and optimization of its business and marketing effort. Various researchers have studied successful companies around the world and attempted to identify how these firms have aligned and coordinated their activities and efforts. Successful firms have adopted one of the three strategies, i.e., cost leadership, differentiation or focus. Further it has been identified that successful firms adopted strategies that were aligned with their market position, i.e., a market leader, challenger, follower & niche strategies. It has also been also asserted that firms have achieved success in markets through adopting on of the three value discipline strategies, i.e., operational excellence, customer intimacy or product leadership.

4. The fourth step in the marketing process is developing the international marketing mix, product, place, price & promotion. Marketing mix identifies four key areas for developing a well coordinated marketing strategy. To create a strong marketing impact a firm needs to develop appropriate programs in these four key areas and also need to ensure that all these four aspects of a firm's marketing program are well coordinated and in conformity with each other to give a clear image to the target market of the firm's brands and its products.

5. Developing a good marketing program is not good enough for success. A firm also needs to manage the international marketing effort properly. Quite often firms fail not because they did not have a viable marketing program, but that they failed in properly implementing their well designed plans. Firms also need proper analysis, planning, implementation and control of their marketing programs

RESULTS

Group and cluster formations encourage the formation and mobilization of social and financial capital enabling the poor to interact with other social groups from an enhanced position of strength. By encouraging savings and internal lending among the members of the group augmented by revolving fund grants from the government and linkages with banks and other credit agencies would greatly enhance their prospects of creating sustainable enterprises. This would ensure a minimum level of employment and stability to the incomes of the poor giving them the opportunity to develop their collective strength and improve their economic position to reduce their vulnerability.

STRENGTHENING OF SUPPLY CHAIN

In order to strengthen the supply chain for the export of Basmati rice the following points are to be considered:

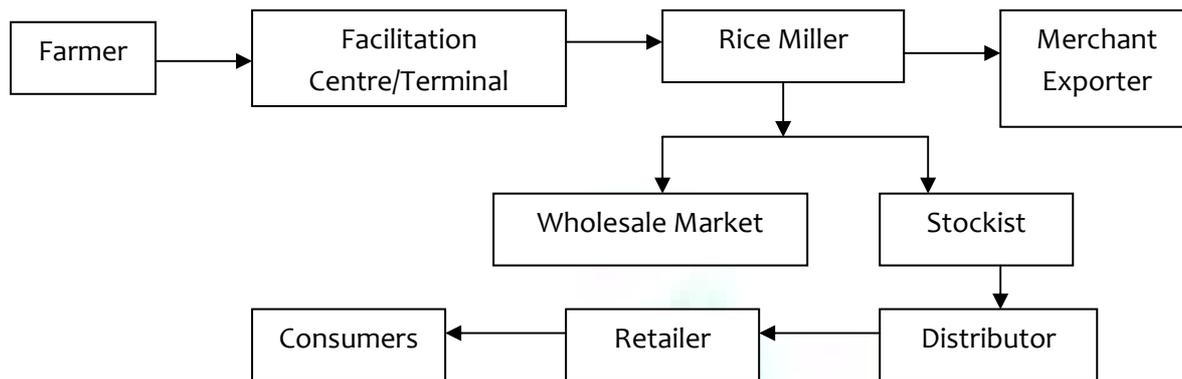
The government should promote the Indian Basmati brand in the international market.

An increase in supply would also help sell more Basmati rice. Basmati rice is marketed in four forms viz., raw milled, parboiled milled, parboiled brown (after dehusking without milling) and white brown (after dehusking without milling). The milling capacity in India is impressive. But power-breakdowns pose a regular hazard. Producers use generators, but this is expensive in the long run. The farmers switch between Basmati rice and non-Basmati rice. Non-Basmati is preferred over Basmati since the yield in Basmati rice production is low because of (i) lack of technology advancement regarding efficient harvest of Basmati rice and control of insects, pests and diseases, (ii) lack of irrigation facilities and (iii) lack of access to information on Basmati rice export potential and price trends. More research and development is required for Basmati rice.

OPERATIONAL MODEL FOR SUPPLY CHAIN

Setting up "facilitation centre" at the production centers will go a long way in providing good quality produce to the millers / consumers: this will also enable the producer to get a fair share of the price. Today, the need of the hour is bypassing the "mandi" and thus avoiding extra logistics and tax based costs resulting in the strengthening of the supply chain. The model proposed is as follows:

PROPOSED MODEL FOR PROCUREMENT OF BASMATI PADDY



To achieve this, a study was undertaken analyzing the existing scenario in the production, processing and marketing of the Dollar earning Basmati crop. The lacuna existing at each phase has been initially analyzed. Based on this, a model has been developed to bring in more awareness among producers. Producer-processor linkage is to be strengthened in the supply chain by establishing a facilitation centre in the production belt at district Khatua of Jammu and Kashmir state to begin with. The role of each stake-holders including the participation of the State and Central Governments has been defined for strengthening of supply chain for the export of Basmati rice.

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